

# Coaching

A word cloud shaped like a stylized letter 'E'. The words are arranged in a way that they fit the shape of the 'E'. The words are all adjectives related to courage, bravery, and strength. The words are in various sizes, with larger words being more prominent. The words are in a serif font. The words include: BRAVE, COURAGEOUS, DARING, FEARLESS, GALLANT, GRAND, GUTSY, HEROIC, NOBLE, RESOLUTE, TENACIOUS, TOUGH, VALENT, VALIANT, VALOR, VIGILANT, and many others. The words are arranged in a way that they fit the shape of the 'E'. The words are all adjectives related to courage, bravery, and strength. The words are in various sizes, with larger words being more prominent. The words are in a serif font. The words include: BRAVE, COURAGEOUS, DARING, FEARLESS, GALLANT, GRAND, GUTSY, HEROIC, NOBLE, RESOLUTE, TENACIOUS, TOUGH, VALENT, VALIANT, VALOR, VIGILANT, and many others.

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# Introduction

## Coaching: What is it?

Coaching is a conversation between two or more people to expand the capacity and performance of all people involved in the conversation. Coaching is most often associated with sports because that is where it first began. Coaching is now more widely used in businesses and other organizations to enhance performance and build skills.

Unlike sports coaching, in non-sports coaching, the coach and coachee (person being coached) are equals in terms of discovering or creating a solution. In other words, the coach is not “the expert” in the conversation and doesn’t need to know the right answer. The conversation is intended to reveal or create a solution.

Coaching is about creating a new opening for action vs. trying to get the other person to do something. The coach provides certain distinctions that don’t occur in the “everyday” conversations that are common in our daily lives.



In order for coaching to be effective, the following distinctions are needed.

We will cover each of these in the next 6 chapters.

### Distinctions in Coaching

- Conscious Listening
- Ask Permission
- Be Responsible
- Be Curious: I'm wondering
- Acknowledge & Appreciate
- Share your Thoughts/Commitments/  
Desired Outcomes

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“A coach’s responsibility is to create an environment in which talent can flourish. You can’t just give someone a philosophy and say go and do it. You must keep helping and monitoring people to try to get them to achieve their potential”

- Pat Riley, “The Pat Riley Formula”



# Chapter 1

## Conscious Listening

Conscious Listening could also be called intentional listening. It is listening in a way different from the ordinary way we listen. Consider that the ordinary (unconscious) way we listen is through our opinions, judgments and past assessments about life, the person we are listening to and the situation. These opinions, judgments and assessments distort our ability to hear what is being said.

Instead of being present to what is being said we are adding a lot of meaning and interpretation to what is being said. This is detrimental to a coaching conversation and prevents being open to new creative solutions.

The best way to listen consciously is to check in with yourself prior to a coaching conversation and make a list of the opinions, judgments and assessments that you have. For each of the opinions, judgments and assessments, get clear that these are not “the truth;” they are only your perspective and there are many other valid perspectives about the situation.

For a more in-depth discussion, get access to our [free eCourse](#) on this topic. Once you do that, then you can choose how to listen. You can listen to connect, or to learn or to empower. There are many options.



# Chapter 2

## Ask Permission

Prior to coaching someone it is critical that you request permission to coach him or her. This creates an opening for you to speak into.

You can say something like:

- “I noticed you seem to be struggling to complete that task. Would you be open to some coaching?”
- Or if someone is complaining about another member of the organization, you might say something like, “Do you want help to resolve that situation? I would be willing to coach you to find a workable solution.”

Whatever feels comfortable for you to say. Coaching is different from giving advice so requesting permission sets the stage for the other person to buy in to the conversation.



# Chapter 3

## Be Responsible

Responsible does not equal blame. Being responsible is about owning the outcome. In other words, it is about being cause in the matter.

There is always something to blame for the results. We can blame the weather, the traffic, the laziness of the members, the discord between paid staff and members, the politicians, etc., etc. etc. Whenever we blame something for a result we become the victim of whatever we assign blame to.

Another way of approaching it is to declare yourself responsible for the outcome. In doing so, you automatically are in a different position and have access to more ways to resolve whatever you are dealing with.

In regards to coaching, being responsible means owning the outcome of the coaching conversation; not blaming the person you are coaching for how it goes.

Your job as the coach is to serve the person you are coaching and help them to see new avenues for resolution. Make sure you stay true to that.



# Chapter 4

## Be Curious

The number one killer of any conversation is “I already know.” One key to effective coaching (or communication of any kind) is to be curious. Come from the perspective that there is something to be learned, that you don’t already know, even when you think you do.

"The real act of discovery consists not in finding new lands, but in seeing with new eyes." ~ Marcel Proust

This can be very difficult because we often want to save the day with our knowledge and experience. There are times when that is appropriate just not during a coaching conversation.

Curiosity and not knowing are essential for creating a connection with another person and for discovery to occur. Your knowledge and good ideas were likely formulated when you discovered something for yourself.

Allowing another to discover something for themselves is fundamental to coaching.





# Chapter 5

## Acknowledge & Appreciate

This distinction is about seeing the greatness in another person and helping them to see it too. Every person has something that works about them and has past successes.

In coaching, leveraging past successes is a great way to enable someone to see a new possible solution.

For example, you can ask a question like:

- Can you think of a time when you dealt with a challenge and were able to overcome it?
- What happened?
- Is there anything you can apply to this situation?"

Additionally, if you are coaching someone they had the courage to be open to something new. You want to foster and encourage that attitude in your organization.

The more you verbalize your appreciation the better the results you will see.



# Chapter 6

## Share Your Thoughts, Beliefs & Desired Outcomes

As a coach it is ok to share your thoughts, experiences and ideas however be sure to own them as yours vs. the “right” way to handle a situation. Not “here’s what I would do if I were you” rather I have some thoughts that I’d like to share perhaps they might be helpful. Offer your suggestions as options to consider instead of directives to follow.

Coaching is a magnificent way to achieve results and empower people to develop new capacities. It is important to continually develop yourself in the various aspects of coaching so you can grow and develop people in your organization.



# Conclusion

## Points to Recap & Take Away

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1. **Conscious Listening:** Get clear that you will bring opinions, judgments and assessments distort your ability to hear what is being said. They are not “the truth;” they are only your perspective and there are many other valid perspectives about the situation.
2. **Asking Permission:** Coaching is different from giving advice so requesting permission sets the stage
3. **Taking Responsibility:** Being responsible means owning the outcome of the coaching conversation; not blaming the person you are coaching for how it goes.
4. **Getting Curiosity:** Allowing another to discover something for themselves is fundamental to coaching.
5. **Acknowledge:** The more you verbalize your appreciation the better the results you will see.
6. **Sharing:** Offer your suggestions as options to consider instead of directives to follow.

# EMS Leadership Academy: Developing a Coaching & Mentor Training Program

Learn how you can develop your own coaching and mentor training program within your organization to positively impact retention.

Sign up here to be notified of the next Coach & Mentor training program  
[www.EMSLeadershipAcademy.com/CoachTraining](http://www.EMSLeadershipAcademy.com/CoachTraining)

## About the Academy

EMS Leadership Academy was born out of a collaboration between Robbie MacCue and Lisa Giruzzi after they worked together to produce miraculous results at the non-profit ambulance organization where Robbie serves as the president. After working together on this project and sharing the results, one thing became abundantly clear, the problems experienced at his organization were not unique, numerous other agencies were experiencing similar problems and were hungry for an answer.

Lisa and Robbie have combined their expertise and talents to form the EMS Leadership Academy to address the difficulties so many EMS organizations are facing on a daily basis. Difficulties such as a dwindling membership due to the “revolving door” syndrome – where new people join just as quickly as others are leaving – and a lack of engagement of the membership they do have resulting in a few dedicated, overburdened people running the organization. In addition, because there has been a shortage of meaningful, effective leadership training for EMS personnel, there is often a lack of qualified leaders to choose from to ensure a sustainable, thriving organization

This recipe for disaster leaves non-profit EMS organizations vulnerable to being dismantled and replaced by for-profit ambulance companies rather than neighbors working together, delivering a high quality of care to the residents of their town.

Lisa and Robbie are committed to changing all that with the innovative and transformational programs offered through the EMS Leadership Academy. Lisa and Robbie promise to help their clients to create a magnetic, thriving and sustainable organization.

*Our purpose is to be the source of transformational leadership in Emergency Services. We empower leaders to cause other leaders and to create bold visions that redefine the future of their organization and Emergency Services worldwide.*

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